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CRS 8188a

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12 February 1954

MEMORANDUM TO: Chief, ADMIN-DD/P

THROUGH: Chief, FI

SUBJECT: Proposal for a Machine Record to Facilitate
Personnel Reassignment and Career Management

1. The attached proposal is submitted as a result of discussions with members of your office, the Office of Personnel, especially the Chief of the Plans and Research Staff, and FI, [REDACTED] Its purpose needs no further elaboration; it is best summarized in the many requests to improve our present basis of personnel reassignment and career management.

2. We have worked on this proposal to the point where we believe that a system such as that proposed here is workable. We believe that it requires careful checking on the part of the experts in this field to effect further specific changes and improvements.

3. The proposal is based on a few points arrived at in the course of our limited experience with the application of machine records. We hope that in the process of the further necessary study of this proposal, these points will continue to be applied:

a. The present state of discipline and compliance within DD/P is the result of many factors and will not soon be remedied. Any new system must, therefore, be engineered in a manner to impose the minimum possible administrative burden on our field installations, and rely for the information needed on individual self-interest in terms of money and ambition.

b. The main advantage of machine records lies in their ability to pull together lists of people by any one or any combination of categories of facts which have been coded separately into the card. Detailed information on individuals selected from such lists who may be considered for a given job or training course, etc. must come from the personnel file.

c. Categories of facts to be coded into the machine card are limited not only by the size of the card, i.e. the 80 spaces on it, but also by the need to have ready access to the source material for these facts which, in turn, needs to be reasonably complete. The machine record which contains large numbers of unknown, or in practice unobtainable, facts becomes largely useless.

d. Another advantage of machine records is that by tying several IBM cards together through the use of one set of serial numbers, matching lists can be produced from separate "decks" of machine cards, and used in

JOB NO. [REDACTED] IN CLASS [REDACTED] DOC NO. 2 NO CHANGE
NEXT REV DATE [REDACTED] CHANGED TO: TS S [REDACTED] JUST. 22
NO. PGS 11 CHRON. DATE [REDACTED] TYPED DOC. 02
REV CLASS [REDACTED] ORG COMP 21 OF 32 ORG CLASS S
AUTH: HR 70-2

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conjunction. This is a further reason for limiting the new system to its present scope. Machine records can perform additional tasks on separate IBM cards without undue waste motion.

4. Assuming that the method of using an established machine record system is adequately known, the proposal is detailed in the following annexes to this paper:

- Annex A - The IBM Card Breakdown
- Annex B - The Assignment Preference (AP) Abstract Sheet
- Annex C - Method of Initiating the System and Keeping it Up-to-date
- Annex D - Cover Letter to Individual Employees for Annex E
- Annex E - The Individual Assignment Preference Notice (IAPN)
- Annex F - Draft Letter to Field Stations

5. Since by far the most complex problem we face is the proper re-assignment and career management of our personnel overseas, the system as proposed here concentrates on this aspect. Personnel now stationed at headquarters should be processed into it as soon as Annexes D, E and F are printed and off to the field (as proposed in Annex F, paragraphs 2 and 3). The method to be used for the integration of headquarters personnel into the system follows if we make a theoretical assumption that the normal tour of duty of a person assigned to headquarters within the DD/P complex should be two years. This will merely imply that anyone who has been assigned to headquarters for a longer period than this will be considered in the normal course of a search for personnel for overseas jobs along with personnel currently stationed overseas.

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Distribution:

- Orig. & 1 - addressee
- 2 cc: Chief, Plans & Research Staff,
Office of Personnel
- 1 cc: FI/
- 3 cc: FI/

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ANNEX A

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<u>ITEM NO.</u>	<u>ITEM</u>	<u>NO. OF ITEM CARD SPACES</u>	<u>SOURCE OF INFORMATION</u>
1	Personnel serial number	6	Personnel
2	Name	23	✓ Finance Division
3	Sex	1	Personnel
4	Year of birth <i>Marital status</i>	2	Personnel
5	Career	1	Personnel
6	Grade	2	✓ Finance Division
7	Position title	2	Personnel
8 ?	Present Station (or Headquarters assignment)	3	Finance Division
9	Theoretical end of current tour of duty (month and year)	4	Finance Division
10	Desired assignment		Individual Assignment Preference Notice
	First choice	3	
	Second choice	3	
	Third choice	3	
11	Field recommendation	3	First endorsement to IAPN
12	Headquarters recommendation	3	Second endorsement to IAPN
13	Year of earliest association in any capacity with any part of Agency or predecessor	2	IAPN
14	Date of IAPN	<u>4</u>	IAPN
	Total	65	

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PROPOSED CLEAR-TEXT ABBREVIATION CODES FOR USE
ON THE IBM CARD AND THE ABSTRACT SHEET

Item No. 5

FI	F
PP	P
PM	M
TSS	S
ADMIN	A
TRD	T

Item No. 7

The list of abbreviations below is based on a breakdown of major job categories in DD/P furnished by the Office of Personnel. A more detailed breakdown than indicated here is not desirable. It would result in the exclusion of qualified personnel from consideration for a given job, because they happen to carry a closely related job title.

Translator	TL	Intelligence Asst.	IA
Interpreter	IN	Courier	CR
Liaison Officer	LI	Mail and File Clerk	MF
Intelligence Analyst	AN	Clerk Steno	CS
Reports Officer	RO	Secretary	SY
Requirements Officer	RQ	Clerk Typist	CT
Area Operations Officer	OO	Finance Officer	FN
Para-Military Officer	PM	Budget Officer	BO
Operations Officer (PP)	PP	Medical Officer	MD
Intelligence Officer (FI)	FI	Audio Support Specialist	TS
Operations Officer (CE)	CE	Training Officer	TR
Operations Support Officer	OS	Security Officer	SC
Personnel Officer	PO	Supply Officer	SU
Administrative Asst.	AA	Logistics Officer	LO
Administrative Officer	AO	Transportation Officer	TN
Intelligence Clerk	IC		

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Item Nos. 8, 10, 11 and 12

Use standard Field Station symbols as contained in [REDACTED]
For Headquarters assignments, use the following:

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Annex A.

Headquarters	HQ	SE Division	SE
Overseas	AHD	NE Division	NE
DD/P Staff	DDP	FE Division	FE
FI Staff	FST	WH Division	WH
PP Staff	PST	SR Division	SR
PM Staff	MST	Training Division	TRD
EE Division	EE	Technical Services Staff	TSS
WE Division	WE		

Additional Code for Items 11 and 12

Concurrence	CON
No Comment	NC
Recommendation for review of case for any reason or reasons	REV

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ANNEX B

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ANNEX C

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Method of Initiating the System and Keeping it Up-to-date

START OF SYSTEM

Step One

Make a machine run of the IBM card deck maintained by the Payroll and Travel Branch of the Finance Division. It contains true names of our personnel here and overseas, and an allotment number which spells out location overseas or current headquarters assignment. These records are up-to-date by virtue of the fact that everybody likes to be paid, and all supervisors know this.

Step Two

Paste or scotch-tape the name column of this machine run on AP Abstract Sheets in the proper position (see Annex B). Leave allotment number column attached to name column. From the Finance Division's code book of allotment numbers, translate allotment numbers into field station symbols (see CSI No. [REDACTED] Annex A) and enter in Item 8 on the abstract sheet. (A three-letter abbreviation code for headquarters components, corresponding to the field station symbols of CSI No. [REDACTED] Annex A, is a part of Annex A of this paper.) Slice off and discard allotment number column. Use of the printed machine record in this manner will save clerical labor and eliminate human error in this step.

Step Three

Take abstract sheets to the payroll clerks in the Finance Division's Payroll and Travel Branch. Enter by hand from the payroll data card Items 6 and 9. Item 9 (the theoretical end of the current tour of duty), is arrived at by adding two years to the date of arrival at a foreign post, except that 18 months are added to that date in the case of personnel assigned to Korea, and 3 years in the case of personnel under State Department cover.

Step Four

Take abstract sheets to the Research Branch of the Office of Personnel. From their IBM status card, either mechanically or by hand, fill in Items 1, 3, 4, 5, and 7 on the AP Abstract Sheet.

Step Five

Process Abstract Sheet containing all above information into IBM cards.

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Step Six

Run machine lists of this new deck of cards and paste or scotch-tape them on blank AP Abstract Sheets. Furnish these sheets to the Divisions with the requirement to enter thereon all additional information readily available to them, especially concerning Items 10, 11, and 12. No effort is to be made to bring this information up-to-date in Division records beyond what is available at that time. The point is to take advantage at the earliest possible moment of that information which, in pursuance of earlier directives along these lines, is accessible in Division personnel records.

Step Seven

Enter information supplied by the Divisions on IBM cards.

Step Eight

Upon arrival of IAPN forms (see Annex E) from the field, excise pseudonyms and substitute true names from the records of either the Registry [REDACTED] or the Payroll and Travel Branch of the Finance Division. This task as well as Step 11 should be assigned as permanently as possible to a member of the DD/P-Admin Staff especially cleared for this purpose.

Step Nine

Furnish IAPN's to the Research Branch of the Office of Personnel for direct integration into the IBM cards, in the form of Items 10 through 14. Conflicting earlier entries are to be corrected at this stage. The IAPN is designed in such a manner that all answers given under its Paragraphs 3 and 4, whether general or specific, can be coded into Item No. 10 by the use of the codes mentioned under Step 2 above. The same applies to the contents of the First and Second Endorsements to the IAPN which will be coded into Items 11 and 12 of the IBM card respectively.

KEEPING SYSTEM UP-TO-DATEStep Ten

Items 1, 2, 3, 4 are permanent and require no keeping up-to-date.

Step Eleven

Items 8 and 9 will be kept up-to-date by a second copy of the cables sent to the Finance Division, advising it of the arrival of personnel at overseas stations in accordance with [REDACTED] paragraph 2 d (1). Money 25X1A

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is involved here and, hence, according to the Finance Division, compliance with this routine is in the "upper 90%". This process can be undertaken by either furnishing a second copy of incoming cables to an office in DD/P-Admin which would translate pseudos into true names, enter the new information on Abstract Sheets, and furnish the sheets to the Research Branch of the Office of Personnel for integration into the cards. Alternatively, a member of DD/P-Admin (see Step 8) could regularly visit the Payroll and Travel Branch of the Finance Division where a second copy of the incoming cable would be set aside and kept for him. He could directly, by going to the Finance Division's pseudonym card file, compile the Abstract Sheets for IBM integration in the Research Branch of the Personnel Division.

Step Twelve

Keep Items 5, 6 and 7 up-to-date from copies of completed Personnel Actions. Integrate this information directly into the IBM cards, correcting older information, at the Research Branch of the Office of Personnel.

Step Thirteen

Depending on the date of completion of Step 5, determine when headquarters will assume the task of individually notifying personnel overseas that their IAPN is due (see Annex D). Assume that Step 5 will be completed by 1 May 1954. The first individually-addressed copies of Annexes D and E can then be mailed during May 1954. We should allow three months for dispatch to the field, answering, and return through channels to DD/P. This brings us up to 1 August 1954, at which time we wish to know who will come home six months hence, i.e. in February 1955. Consequently, a machine run will be made early in May 1954 by pushing the button for February 1955 under Item No. 9 (theoretical end of tour; see Annex A). DD/P personnel (see Step 8) will take this machine run to the Payroll Section of the Finance Division, translate true names into pseudonyms, and write the station and the pseudonym into the spaces provided therefore in the address of the cover letter to individual employees (see Annex D). Since this is a printed form letter of no specific Division or Branch interest, it will be given directly to RI/DI for dispatch in the next pouch to the Station concerned. (As a safeguard, stations are to keep on hand a number of blank Annexes D and E to allow personnel who, through a flaw in our machinery, were not individually addressed, to enter the process. We assume that this process will be sufficiently well-known abroad so that anyone not addressed in accordance with the above routine will take the proper initiative.) On 1 June 1954, the Research Branch of Personnel Division will then prepare a run of everyone due back during March 1955, etc., etc.

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(Note that if the IAPN's can be dispatched to the field together with Annex F by the middle of March 1954, the new system can become fully operative during June 1954, i.e. as soon as a good proportion of IAPN's has reached DD/P from the field in accordance with Paragraph 3 of Annex F.)

Step Fourteen

Relieve Stations and Divisions of major responsibility in the advance notification process, with the exception of seeing to it that filled-out IAPN's are returned to DD/P without delay.

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ANNEX D

COVER LETTER TO INDIVIDUAL EMPLOYEES FOR ANNEX E

Date: _____

TO: Chief of Station, _____
Attention: _____

FROM: Chief, [REDACTED]

SUBJECT: Career Management and Your Future Assignment

1. Our records show that your current tour of duty will theoretically end on _____. In order to make effective plans for your next assignment, provide any additional training you may need, and devote the necessary attention to the Agency's and your own interest in the development of your career with KUBARK, it is necessary that the attached Individual Assignment Preference Notice be completed by you and forwarded through the channels indicated. The IAPN should reach headquarters no later than six months prior to the date of your anticipated actual return home.

2. The Agency is making every possible attempt, within the limitations of our budgetary, administrative, and professional capabilities, to utilize this information in its planning for your own progress and career. It is very important for you to note, however, that while your wishes will be taken into consideration to the greatest possible extent, other factors, such as priority needs for your services, may have to take precedence over your own wishes.

3. It is in your own interest to see to it that the IAPN reaches headquarters as indicated in paragraph 1. With this information, we are able to do some planning. This planning may or may not be fully successful or satisfactory to you; it is, however, clear that without this information, we can do no planning whatsoever.

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Attachments: IAPN
1st Endorsement
2nd Endorsement

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